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OTE 85-1002

16 January 1985

MEMORANDUM FOR: Deputy Director for Administration

25X1 FROM: [redacted]
Director of Training and Education

25X1 SUBJECT: Action Items [redacted]

REFERENCE: Your Memo to D/OTE dtd 10 Jan 85 (DDA 85-0040/1),
Same Subject

25X1 1. The following comments relating to action items from the
[redacted] of 7/8 January are keyed to referenced memorandum:

(1a) I am prepared to identify to the Director of Personnel several bright, articulate and young officers to work with OP in its recruitment activities and university contacts. As I pointed out to you during our 11 January meeting, it is not clear to me whether or not what I propose is what is desired. You mentioned to me that you would attempt to clarify this action item with the Director's office, and I await further instruction from you.

25X1 (1b) The following comments have been prepared by
[redacted] and I offer them as an accurate and thorough picture of what our problems are as relates to information systems training, what steps we are undertaking to increase our responsiveness and what additional resources are required:

25X1 The DDI's statement certainly reinforces the critical need for the OTE FY 1986 initiative for systems training. The problem is more than just understaffing, however. Space, both classroom and offices for additional people, is also critical. We have five classrooms now, four in Chamber of Commerce (CofC) and one in Ames, equipped with Delta Data terminals and used exclusively for information systems training. The rooms are fully booked so additional staff would not allow us to do additional classroom instruction unless we went to something innovative like double shifts per day (06-12; 12-6). We could

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probably do it if the students could; but there would be some problems not the least of which would be overtime pay. Office space in CofC/ISTD is also critical. We are two per office in most cases now so there is just no place to put additional staff members. Additional space, classroom and office, has been requested [REDACTED] but it will probably be FY 1986 before it will be ready for use.

Another problem is money. Hiring additional contractor help would cost approximately \$75,000 per person for a year. There is not enough slack in the OTE FY 1985 budget to do much of that. Even if money can be made available, there is an additional problem--people with the kinds of skills needed to teach information systems courses are a scarce resource, particularly when they need a security clearance. As we know too well, we have been burned many times in the past by contractors hiring away our own skilled people to work on contracts for us. A no-win situation at best.

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Having said all of the above, what are we doing now or what can we do to get the job done? We already have some contract instructors on board. Our FY 1985 contract with [REDACTED] is for six instructors (5 for ISTD/OTE and 1 for ODP training). With additional funding, [REDACTED] can probably provide one or two additional instructors, but it will take time because we will insist that they not be former CIA employees. Assuming the DDI's statement reflects a concern that DI training requirements are not being met, there are some things we are doing and can do to solve the problem. We started a project last summer with Analytical Support Group (ASG/DI) encouragement and monetary help to provide videotapes of particular courses the DI is interested in: AIM, Host-Based Word Processing (HBWP), EZPub, for example. The AIM course has just been completed, and we will deliver the tapes to [REDACTED] C/ASG/DI, on Friday, 18 January 1985. If he is satisfied with the video version, we will make as many copies as he wants available to provide AIM training to DI analysts in their work environment. The HBWP and EZPub courses will be completed within 30 days. We have also been providing extra runnings of the NOMAD course, taught by a contractor and paid for by a combination of ASG and ISTD/OTE funds, exclusively for DI personnel. We have also presented three special runnings of the HBWP course just for ALA/DI personnel. Computer-Based Training (CBT) has not been a player yet. The AIM course is coming along but probably will not be ready until June. We cannot deliver any CBT in a satisfactory manner until the simulator works allowing us to deliver a CBT product on the Delta Datas. ODP is getting close--

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perhaps as early as February 1985. We will move as rapidly as possible then to deliver any commercially available CBT that the DI is interested in.

Our best hope of meeting DI requirements immediately is to divert existing resources from other tasks. We started doing that last summer when the videotape project began, but we can do more. We have identified four courses: Introduction to ADP, Job Control Language (JCL), Fundamentals of PLI, and the Survey of Intelligence Information Systems which we will cut back on or eliminate entirely. We will encounter some resistance on the Survey course from DIA, but we are convinced that the course is not worth the resources needed to run it.

We can also divert some resources (at least one instructor) now devoted to Word-Processing training to do additional things for the DI. Starting in late February 1985, we have dedicated one classroom completely to SAFE 2 transition training through July, and, during the month of April, we have a second classroom reserved for SAFE 2 training. There are some indications the training may slip. If so, we will use the reserved classrooms and the diverted resources to provide dedicated training to meet DI needs on SAFE related topics. We can also provide training in and DI work environment with the videotapes, some limited CBT, and some personalized instruction if desired. We will explore some of these options with C/ASG/DI in our 18 January meeting.

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(1c) advises me that he has met with the ADDA and that the staff research and coordination required by this action item is under way.

(1d) We welcome the support of the DDO in attempting to leave language students in training for more extended periods of time.

2. As significant action occurs relating to any of the action items, we will report them to you promptly.

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25X1 D/OTE, (16 Jan 85)

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DDA 85-0040/1

10 January 1985

MEMORANDUM FOR: Director of Training and Education

FROM Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Action Items

1. The following action items from the fall into your area for implementation or study:

a. I have asked the Director of Personnel to work with you in selecting a "high visibility and articulate" officer to work with recruitment and the universities. I am not sure that I know just who that will be from your Office, but will leave it up to you and the Director of Personnel as to the selection and implementation.

b. At the Conference, the DDI made the statement, with which I am sure you will agree, that OTE is desperately understaffed for teaching information science. Since we both know that there is a lot of truth to this statement and understand the facts of life that positions are hard to come by, then we should look for alternatives. Suggest we look at contractors or any other innovation that might help solve the problem.

c. The DCI has directed that we go to State's award fees for both maintenance and achievement of new languages. He particularly wants this for the DO. Since this is also in the ADDA's area of responsibility, will let him take the lead.

d. It was agreed to by the DDO that he will try to solve the problem of leaving students in language training until they have completed the advertised time for the language.

2. I would appreciate any feedback on the above items as to what you are doing and how. In the interest of excellence, etc., "we should accelerate the tempo--move it--get it done!"

Harry E. Fitzwater

All portions classified
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